

# NAV-LOCK HPO

## Fact Sheet

## A Fact Sheet to inform the USACE Navigation workforce about the on-going NavLocks System HPO Study



For the Operation & Maintenance of Navigation Systems such as the lock above, USACE launched a High Performing Organization (HPO) study in place of the A-76 competition originally planned.

### What is the goal of the NavLocks System HPO Study?

The NavLocks System HPO team is tasked to “develop a best value, high-performing organization for the operation and maintenance of navigation locks and dams as well as other Civil Works Operations activities as deemed practicable by the team”.

### Why conduct a HPO Study?

To meet the goals of the President’s Management Agenda, the US Army Corps of Engineers (USACE) originally proposed to conduct a commercial activities public - private competition under OMB Circular A-76. However, after completing the Preliminary Planning phase of the competition for the O&M of Navigation Locks & Dams, the Preliminary Planning

Team arrived at the conclusion that because of the wide dispersion of the facilities and functions it would be more appropriate to pursue a Business Process Reengineering (BPR) of the function instead of conducting a public-private competition. Since USACE had successfully conducted a pilot HPO study in another area using BPR, USACE requested and received approval from OSD and OMB to conduct the Business Process Reengineering study for the NavLocks System. Although this is not an A-76 competition it will have the same rigor and discipline to achieve any economies and efficiencies. This effort will count toward the targets established as a result of the President’s Management Agenda.

### What functions are included in the NavLocks System HPO study?

The focus is on the operation and maintenance of the navigation system, primarily the locks. However, the team was directed to consider other activities in support of the NavLocks System mission where it deems appropriate. The HPO team is reviewing the scope to determine what “other” activities should be included and is scheduled to complete this phase by 31 July 2007.

### Who is conducting the HPO study?

The HPO Study is being conducted by a team of USACE employees and assisted by outside consultants. The team members were nominated by the Divisions and were chosen because of their experience and expertise. The “core team” consists of members who represent a cross-section of the

## For Further Information

Web site: <https://strategicsourcing.usace.army.mil/>

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Corps with members from different positions. In addition, there are 20 reach back team members from across the Corps who lend their valuable expertise to the team.

A Board of Advisors has been established to serve as a sounding board for the team. Board members serve as enablers and change agents to help the HPO achieve its final end-state. The board reviews documents developed by the team and validates that mission requirements will be met.

### **When will the study be completed and the results implemented?**

The NavLocks System HPO team was formed in January 2007 and will complete the study by 1 August 2008. The study culminates in the publication of a final report and the signing of a Letter of Obligation at that time. USACE will then begin the transition leading to the end-state HPO which will occur at the end of five years.

USACE is required to report annually on the performance of the HPO using metrics established in the HPO report.

### **How does the HPO study affect employees?**

The primary goal of the NavLocks System HPO study is to look for improvements in our business processes. Although the end-state HPO may be different or smaller than the present organization, the basic purpose of lock operation and maintenance will always be the same, i.e., allowing navigation along the river systems. Any differences in the organization size or configuration resulting from the HPO study will be achieved through normal attrition as the HPO is phased in over the five-year period. We do not anticipate any involuntary separation.



No involuntary separation of federal employees is anticipated as a result of this NavLocks HPO study.



The NavLocks HPO study team visits locks to talk directly to workers such as Quinton Johnson (left) and Lockmaster Ralph Guy (right)

### **How can I participate in the study?**

The team recognizes that the workforce is a great source of ideas and suggestions for improvement and is actively seeking that input. The team will try to visit several sites to answer questions and solicit input from the workforce. The team is also developing a questionnaire for distributing to the NavLocks workforce to aid in collecting ideas and suggestions. As shown on the front page, a web site and an e-mail address have been established for use by the workforce in answering questions and submitting suggestions.

### **How can I get information on the study as it progresses?**

The NavLocks HPO team developed a communication plan specifically to keep people informed of progress. It prepares monthly update briefings for divisions and districts. The team also plans to distribute a Newsletter called "NavLocks System -HPO News" to the workforce.

### **.What is the current status of the study?**

The NavLocks System HPO team was formed in Jan 2007 and initiated the study. The Project Management Plan was completed earlier this year and the team is in the process of finalizing the scope of the study and the work breakdown structure, expected to be completed in August. The team is also gathering the baseline information on the existing organization.

*This is an informal Fact Sheet from the NavLocks system HPO team to help inform the NavLocks workforce of its progress.*